



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Assistant Deputy Minister  
Transformation and  
Digital Solutions & CIO

Sous-ministre adjointe  
Transformation et  
solutions numériques  
et DPI

Ottawa K1A 1L1

F-1169298

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**MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER**

**EXECUTIVE STAFFING ACTION WITHIN**  
**THE TRANSFORMATION AND DIGITAL SOLUTIONS SECTOR**  
**(EX-02)**

**FOR APPROVAL**

**SUMMARY**

- The purpose of this memorandum is to seek your approval for the non-advertised acting appointment of Connie Iatauro in the EX-02 floater position of Senior Director (SD), Journey Labs, Transformation Branch, within the Transformation and Digital Solutions Sector (TDSS), from June 22, 2021 until February 21, 2023. The initial short-term acting began on February 22, 2021.
- We recommend you approve this staffing action by checking the 'I concur' box, signing this memorandum and the attached Letter of Offer (Annex) and returning both documents to the Human Resources Branch (HRB) by April 2, 2021.

**BACKGROUND:**

- In January 2021, the implementation of a new Digital Factory using the Agile model was tasked to TDSS to enable the rapid delivery of digital services and that the Department is able to meet the rising digital demands of Canadians, clients and partners.
- As part of this initiative, Immigration Refugees and Citizenship Canada (IRCC) will increase its Journey Labs from three to at least eight. Given this planned expansion, a resource with strong leadership skills was sought to address the immediate needs. As a result, Connie Iatauro, Director of Operations (EX-01) within the Centralized Network, Operations Sector, was offered an initial short-term acting from February 22, 2021 until June 21, 2021 in the EX-02 floater position of SD, Journey Labs, Transformation Branch.

## **CURRENT STATUS:**

- Senior management would like to offer a non-advertised acting appointment to Connie in the same EX-02 floater position from June 22, 2021 until February 21, 2023.
- Connie was selected for this opportunity given her strong leadership skills, including her abilities relating to and her experience leading numerous large scale transformation projects. Key to these leadership skills are her abilities to effectively engage internal and external stakeholders and sponsors to address priorities and risks to accelerating the implementation of the new Digital Factory model and its Journey Labs at IRCC. These are skills Connie has demonstrated in previous roles and, more recently, in her strong performance in the acting with TDSS to date. These skills, combined with Connie's adaptability and ability to perform and deliver in an environment with a high degree of risk and uncertainty, make her an ideal candidate for this role.

## **CONSIDERATIONS:**

- This acting appointment would allow for continued leadership in establishing the implementation of additional Journey Labs. It represents a low risk from a human resources perspective, given that the action is temporary while senior management determines whether to classify the position or not. Should the acting appointment not proceed, there is a risk that progress in meeting the organization's priorities could be slowed or halted and impact IRCC's business lines.
- The use of the floater position was approved-in-principle by the Executive People Management Committee on January 15, 2021 and is within the floater envelope allocated for Departmental priorities.

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## RECOMMENDATIONS:

- We recommend you approve this staffing action by checking the 'I concur' box, signing this memorandum and the attached Letter of Offer (Annex) and returning both documents to HRB by April 2, 2021.
- As advised by Public Services and Procurement Canada, in order to prevent pay issues, staffing actions should be approved and submitted well in advance to ensure employees are correctly remunerated. Requests that are not approved in a timely manner may cause lengthy processing delays and contribute to backlogs.

## NEXT STEP:

- Pending your approval, the notification (Notice of Acting Appointment) would be posted effective April 5, 2021 on <https://www.canada.ca/en/public-service-commission/jobs/services/gc-jobs.html>.

*e-approved*  
Zaina Sovani

FlowersCode,  
Holly

Digitally signed by FlowersCode,  
Holly  
Date: 2021.03.22 15:14:37 -04'00'

Holly Flowers Code

☐ I concur

☐ I do not concur

☐ I concur

☐ I do not concur

Caroline Xavier  
Associate Deputy Minister

Catrina Tapley  
Deputy Minister

Annex: Letter of Offer



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

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Deputy Minister

Sous-ministre

Ottawa K1A 1L1

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PRI:**

Connie Iatauro

**Subject:** Acting Appointment  
**Selection Process Number:** 2021-IMC-ACIN-34958  
**Position Title:** Senior Director, Journey Labs  
**Position Number:** 520385  
**Group and Level:** EX-02  
**Linguistic Requirements:** Bilingual Imperative CBC/CBC  
**Security Requirement:** Secret  
**Financial Coding:** 7380  
**Branch:** Transformation  
**Position Location:** Ottawa, Ontario  
**Substantive Pay List:** 0102

Connie Iatauro,

On behalf of the Department of Citizenship and Immigration (also known by its applied title: Immigration, Refugees and Citizenship Canada (IRCC)), I am pleased to offer you a full-time acting appointment from June 22, 2021 to February 21, 2023 to the above-noted position.

Notwithstanding the foregoing, your appointment may be for a shorter period depending on operational requirements. Nothing in this letter should be construed as an offer of indeterminate appointment. On termination of this acting appointment, you will resume the duties of your substantive position.

The salary range for this group and level is from \$125,900 to \$148,100 per year. Your salary on appointment, in addition to all other remunerative and non-remunerative entitlements, will be determined in accordance with the *Directive on Terms and Conditions of Employment for Executives*.

Please note that the salary range indicated above will not be reflected on your pay until salary revisions for the majority of represented employees of the Core Public Administration have been actioned in the pay system.

To confirm your acceptance or refusal of this offer, please sign and date below and return the signed offer along with all other required documentation to Manon Bisson, HR Assistant, at [Manon.Bisson@cic.gc.ca](mailto:Manon.Bisson@cic.gc.ca). Upon receipt of your acceptance, Human Resources will proceed with the appointment. Note that your signature is an attestation that you clearly understand and will comply with the terms and conditions of employment.

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**Connie Iatauro**  
**PRI:**

Important Note: in order to minimize the risk of pay delays or pay issues, your signed letter of offer (and all applicable forms) should be returned as soon as possible.

Should you have any questions concerning this offer, please contact Faye Brousseau, HR Specialist Advisor, Executive Resourcing by email at [Faye.Brousseau@cic.gc.ca](mailto:Faye.Brousseau@cic.gc.ca). If you have general questions, please contact Ralph Bishop, Director General, Transformation Branch, by email at [Ralph.Bishop@cic.gc.ca](mailto:Ralph.Bishop@cic.gc.ca).

Should you have any general compensation questions, please contact IRCC's Pay Centre Liaison Unit at [IRCC.PayCentreLiaisonOffice-Bureaudeliaisoncentredepaye@cic.gc.ca](mailto:IRCC.PayCentreLiaisonOffice-Bureaudeliaisoncentredepaye@cic.gc.ca). Please address all specific compensation and benefit questions to Public Services and Procurement Canada's Public Service Pay Centre, located in Miramichi, NB, at 1-855-686-4729, or from outside Canada and the United States at 506-424-4330 or consult their website at <http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/pay-centre-pay/cn-cu-eng.html>.

To learn more about your compensation and benefits, please refer to the following website: <http://cicintranet.ci.gc.ca/connexion/hr-rh/exec/index-eng.aspx>.

For questions on the Performance Management Program for Executives, please contact [IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca](mailto:IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca).

May I take this opportunity to congratulate you and to wish you every success in the future.

Sincerely,

**Tapley,**  
**Catrina**  
 Digitally signed  
 by Tapley, Catrina  
 Date: 2021.03.23  
 16:57:27 -04'00'

\_\_\_\_\_  
 Catrina Tapley  
 Deputy Minister

\_\_\_\_\_  
 Date

☒ I have read, understood, and hereby accept this offer of employment.

☐ I decline this offer.

**Iatauro,**  
**Concetta**  
 Digitally signed by Iatauro,  
 Concetta  
 Date: 2021.03.25 10:33:14  
 -04'00'

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Date

Encl.: Required Training Questionnaire  
IRCC Code of Conduct  
Public Service Management Insurance Plan - Executive Booklet  
APEX Letter

c.c. Integrated Service Delivery Division  
IRCC Pay Centre Liaison Office  
 Manager (c/o Administrative Officer)

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Connie Iatauro  
PRI:

## **APPENDIX: INFORMATION AND CONDITIONS OF EMPLOYMENT**

Position: Senior Director, Journey Labs

Name: Connie Iatauro

### **LINGUISTIC REQUIREMENTS**

### **CONDITIONS OF EMPLOYMENT**

By accepting this offer, you agree to meet and maintain throughout your employment, the following conditions of employment:

- Valid security at the required level, as indicated on page one (1) of this letter.
- Respectful conduct. Any findings of harassment will result in corrective and/or disciplinary action.

### **OPERATIONAL REQUIREMENTS**

By accepting this offer, you agree to accept the following operational requirements for this position:

- You may be required to travel and/or work longer hours. By accepting this offer, you are also accepting these conditions. **Please note that executives are not entitled to overtime pay.**

### **PERFORMANCE MANAGEMENT**

In accordance with the *Directive on Performance and Talent Management for Executives*, a performance agreement must be prepared between you and your manager, outlining your commitments and associated performance measures, for the performance cycle. Performance agreements are to be completed in the Executive Talent Management System (ETMS), under the Performance Agreement tab. You may access ETMS at the following address: [talent.tbs-sct.gc.ca/etms-sqtcs/login-eng.aspx](http://talent.tbs-sct.gc.ca/etms-sqtcs/login-eng.aspx).

Eligibility to receive performance pay is subject to a completed performance agreement that assesses the achievement of commitments and the demonstration of the key leadership competencies during the performance cycle. Performance pay is also subject to having occupied an EX position for a minimum of three (3) consecutive months within the performance cycle.

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**Connie Iatauro**  
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For questions on ETMS access or any questions on the Performance Management Program for Executives, please contact the Integrated Service Delivery Division at: [IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca](mailto:IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca).

### **CODE OF CONDUCT**

I would like to bring to your attention that employees of the Department are required to abide by the IRCC Code of Conduct (the Code) that integrates the Values and Ethics Code for the Public Sector and the Policy on People Management. Moreover, respectful conduct is a condition of employment for all executives of the Department. Preventing and addressing harassment is a leadership priority, therefore, findings of harassment will result in corrective and/or disciplinary action. Acceptance of the values and adherence to the expected behaviours outlined in the Code is a condition of employment for every public servant in the Department, regardless of their level or position. A breach of these values or behaviours may result in disciplinary measures being taken, up to and including termination of employment. By accepting this offer of employment, you certify that you have read the Code. The Code can be viewed at the following website:

<https://www.canada.ca/en/immigration-refugees-citizenship/corporate/transparency/code-conduct.html>.

Employees must act in a transparent manner and disclose any real, potential, or apparent conflict of interest. It is understood that employees are making disclosures in good faith. If, after having read the Code, you feel you may be in a real, perceived or potential conflict of interest, you must complete the Treasury Board TBS/SCT 610-30 Confidential Report within 60 days. A designated official will rule on the conflict situation and advise you accordingly. The confidential report form can be obtained at the following website:

<http://cicintranet.ci.gc.ca/connexion/tools-outils/form/documents/pdf/PER0034E.pdf>.

### **POLITICAL ACTIVITIES**

Federal public service employees, including students, are subject to the political activities provisions set out in Part 7 of the *Public Service Employment Act*. As such, you have the right to engage in political activities while maintaining the principle of political impartiality in the public service. For more information about your legal rights and responsibilities regarding political activities, please contact the Department's Designated Political Activities Representative and consult the Public Service Commission's Political Activities website at: <https://www.canada.ca/en/public-service-commission/services/political-activities.html>.

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**Connie Iatauro**  
PRI:

### **ASSOCIATION OF PROFESSIONAL EXECUTIVES (APEX)**

The Association of Professional Executives (APEX) is an independent not-for-profit corporation that represents the interests of all federal public service executives from coast to coast to coast.

All executives are eligible to join the APEX or renew their membership for a low annual fee. Please refer to a "[welcome letter](#)", a [one-pager](#) and a [membership application](#) containing details on the APEX. An APEX membership gives you exclusive access to the APEX's Guide for Executives (a compendium of resources related to the management responsibilities of an executive including working conditions, salary and benefits, policies related to employee management, financial policies) and other resources. It also gives access to confidential APEX Advisory Services for executives, to help you in your career development, as well as discuss any sensitive issues you are facing in your role. All members can access this service across Canada and abroad by contacting Johanne LeBlanc, Advisor, at 613-992-5592 or at [johannel@apex.gc.ca](mailto:johannel@apex.gc.ca). Please visit the APEX website at [www.apex.gc.ca](http://www.apex.gc.ca) to find out more about APEX events and services.

### **EMPLOYMENT EQUITY SELF-IDENTIFICATION**

The Department is committed to having a skilled and diversified workforce representative of the population we serve. Having an accurate profile of our workforce representation will allow us to focus our efforts on removing potential barriers and ensure equal access to employment, training, development and career progression for all employees.

To meet this commitment, please complete the online Employment Equity Self-identification Questionnaire in the PeopleSoft Leave Self-Service application. Instructions on completing the self-identification questionnaire are available through the help link in PeopleSoft. **It is mandatory that all employees complete Section A of the questionnaire. However, completion of Sections B and C are voluntary.** All self-identification information provided is confidential and is protected under the [Privacy Act](#) and the [Employment Equity Act](#) and its [Regulations](#).

### **ACCOMMODATION**

Should you have workplace accommodation needs, please inform your manager prior to your date of appointment, or as soon as possible. For further information, consult the [Directive on the Duty to Accommodate](#).

Furthermore, Shared Service Canada's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program supports Government of Canada employees with disabilities, injuries and ergonomic requirements in their workplace. The Program meets directly with employees requiring accommodation, as well as their managers, to identify the most suitable measures and tools to remove technological and workplace barriers, so that employees can work to the best of their ability.



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**Connie Iatauro**  
**PRI:**

If you require support, please discuss with your manager regarding scheduling your initial InfoSession. More information about the AACT Program is available in the Services and information section of the Government of Canada Shared Services website under [Accessibility, Accommodation and Adaptive Computer Technology \(AACT\)](#).

## **TRAINING**

The Government of Canada is committed to ensuring that all public servants have the necessary skills and knowledge to carry out their duties. Foundational learning is required to foster the highest caliber of professionalism among employees of Canada's public service. In order to facilitate the Department in identifying the required training related to your appointment and to ensure this training takes place, **you must complete and submit the [Required Training /Development Programs Questionnaire](#) within two (2) weeks** of your appointment.

Employees of the Department must also complete other mandatory training according to the position they occupy. Please consult your [learning roadmap](#) (select "For Executives") to identify mandatory training specific to your position. For more information please contact your manager.

Please note that due to COVID restrictions, certain training options have been amended or suspended temporarily. Timelines for completing mandatory training will be amended accordingly. Please consult the [IRCC EX Leadership Team](#) for additional information.

## **RECOURSE**

Section 77 of the [Public Service Employment Act](#) provides the right for any person in the area of selection of an internal non-advertised appointment process to make a complaint to the Public Service Labour Relations and Employment Board. Should a complaint be made, you will be informed.

## **UNION DUES**

Your position is subject to the [Directive on Terms and Conditions of Employment for Executives](#). As your position is classified in a group that is excluded from collective bargaining due to the nature of its duties, your union dues cease to apply starting one month after your acting period starts. Your dues will resume upon termination of your acting appointment.

## **PUBLIC SERVICE MANAGEMENT INSURANCE PLAN (PSMIP)**

The Public Service Management Insurance Plan (PSMIP) provides public service employees excluded from collective bargaining with group life insurance, accidental death and dismemberment insurance, dependants' insurance, and long-term disability insurance. As a member of the Executive Group, you are entitled to this insurance plan. Please refer to the [Public Service Management Insurance Plan - Executive Booklet](#) for more information. Should you wish to join PSMIP or have any further questions, please contact the Public Service Pay Centre at its toll-free number: 1-855-686-4729 or outside Canada and the United States at 506-424-4330.